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PERSONNEL DIRECTOR MEMORANDUM NO. [REDACTED]

23 DEC 1952

SUBJECT: Reassignment and Separation of Personnel

1. Nature of Program

A policy has been enunciated for the reassignment or possible separation of personnel when their failure to give satisfactory performance results from a cause other than a kind of incompetence which may reasonably be expected to be repeated in a future assignment. This policy, declared on 21 November 1952 in the attached memorandum by the Deputy Director (Administration), is in addition to existing policies and procedures for supervisory guidance, training, separation or other administrative actions. It has applicability when such courses of action have been properly considered and deemed inappropriate.

Special emphasis is to be placed upon the reassignment of such individuals because of the continuing aim of personnel placement in CIA to match each individual with a position most suitable to his abilities, skills and capabilities.

The procedure contained in this Personnel Director Memorandum for giving priority consideration within the Personnel Office to the reassignment of individuals is predicated upon the following conditions obtaining:

- a. The individual concerned cannot be appropriately reassigned within the office concerned; and
- b. The individual's unsatisfactory performance results from causes which are not reasonably expected to recur in an adequate future assignment.

2. Replacement Roster Folders

A Replacement Roster, consisting of folders containing information on individuals released under this procedure, will be maintained in the Personnel Office, as provided in paragraph 5c, below. Normally, individuals will not be carried on the Replacement Roster in excess of 90 days.

3. Jurisdiction over Individual During Reassignment Period

At the same time an individual is released for reassignment, the official initiating the action will make arrangements for his physical location and temporary assignment during the period pending reassignment action.

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The individual will remain under the jurisdiction and control of the releasing office until reassignment or termination is effected, and will not be made the responsibility of the Personnel Office.

4. Trial Period for Individuals Reassigned

Each individual reassigned as a result of referral from the Replacement Roster will serve a trial period, not to exceed six months. If the office to which the individual is reassigned is not satisfied with his performance at the completion of this period, action may be taken to separate him.

5. Internal Personnel Office Procedure

a. Initiation of Reassignment Action

(1) Each case will normally be assigned to the placement officer servicing the organization which has initiated the reassignment request.

(2) The placement officer will thoroughly review the qualifications and service record of the individual concerned and confer with the official originating the reassignment request and the individual concerned in order to determine the factors resulting in the request (See paragraph 4 of Attachment).

b. Preparation of Replacement Roster Folders

(1) The placement officer will prepare two Replacement Roster Folders, each of which will consist of the following documents:

(a) A copy of the memorandum requesting reassignment and the evaluation prepared by the requesting official.

(b) A copy of the Employee Summary Worksheet (Form 37-184) on the individual concerned, brought completely up to date. In each case where the Placement Branch has a Summary Worksheet on file, the information contained thereon will be included on the Summary Worksheets prepared for the Replacement Roster Folders.

(c) Copies of a resume prepared by the placement officer including the age, marital status, education, work experience, general background and performance of the individual. Normally the resume will be consolidated to a single page. Sufficient copies of the document will be included in the Replacement Roster Folders for distribution to each placement officer in the respective Placement Branches (Overt and Covert). At least two copies will be furnished to the Military Personnel Division and copies will be transmitted to the Career Service Boards concerned, when appropriate.

(2) A suspense date, ninety calendar days from the date of distribution of the Folders, will be typed on the tabs of the Folders as follows: Suspense Date: _____

(3) All Folders will be stamped "Replacement Roster." Stamps will be provided for this purpose.

(4) The two Folders will be transmitted to the Chief, Placement Branch no later than the fifth working day after receipt of the reassignment request by the Personnel Division.

c. Maintenance of Replacement Roster

A complete Replacement Roster consisting of all current Replacement Roster Folders will be maintained on file by both Chiefs, Personnel Placement Branches (Overt and Covert) as provided below:

(1) Upon receipt of the two Replacement Roster Folders from a placement officer on his staff, the Chief, Placement Branch will file one Folder in his Replacement Roster and forward the other Folder to the Chief, Placement Branch (Overt or Covert, as appropriate) for inclusion in the other Replacement Roster.

(2) The Chiefs, Placement Branches will immediately distribute to each placement officer under their jurisdiction a copy of the resume transmitted in the Folder, supplemented by such additional information from the Folder as deemed appropriate.

(3) The Chiefs, Personnel Placement Branches (Overt and Covert) will establish and maintain such internal procedures as are necessary to give priorities to these cases for reassignment and to maintain the Replacement Roster in a current and accessible manner.

d. Referrals

(1) Every effort will be made by placement officers to effect reassignment of these individuals. It will be standard practice to compare each recruitment request and notice of vacancy against the qualifications and evaluations of individuals in the Replacement Roster when considering other Agency personnel, and before considering individuals in process for employment or outside recruitment for the position.

(2) Each operating official to whom an individual is referred from the Replacement Roster will be given the history of the employment, qualifications and evaluation of the employee. In addition the Official Personnel Folder of the individual will be made available to interested offices, after appropriate sterilization for security reasons.

(3) A referral will be made by placement officers only after it is determined that the qualifications and background of the individual concerned are such that he may be expected to meet fully the necessary requirements of the position.

(4) In cases when it is evident that the individual is fully qualified in all respects for the position and when the Personnel Division concerned is unable to negotiate an acceptance of the individual referred because the individual is on the Replacement Roster, the Chief of the appropriate Personnel Division will prepare a memorandum for transmittal to the Assistant Director or Office Head of the unit concerned, requesting acceptance of the individual. The memorandum will be sent to the Office of the Personnel Director for the signature of the Assistant Director (Personnel). The memorandum will be accompanied by all records and documents on the case.

(5) Notations of placement activity and referrals will be made on the Employee Summary Worksheets in the Replacement Roster folders maintained by each Personnel Division.

e. Procedure When Reassignment is Effected

(1) The gaining office will be instructed to initiate action by preparing and submitting the Standard Form 52 in accordance with existing procedures.

(2) The placement officer servicing the organization to which the individual is reassigned will offer continuing guidance to the individual and his supervisor. The placement officer will conduct periodic follow-up interviews, at least at the end of the third and sixth months respectively, with both the individual and the supervisor. Remedial programs will be proposed for the specific problems encountered.

(3) In case the gaining office deems the individual's performance to be unsatisfactory at the end of the trial period, it will be advised to take appropriate action pursuant to the provisions of CIA Notice [REDACTED]

f. Procedure When Reassignment is Not Effected

In those cases when reassignment is not effected within the 90 day suspense period the following procedures will be observed.

(1) The Chiefs, Placement Branches will return the Replacement Roster folders to the placement officer who originated the folder, no later than three days after the suspense date. However, should the individual be under active consideration for reassignment.

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to a position at that time, the placement officer who initiated the Folder will be informed verbally of the reasons for delay in returning the Folder. In such cases every effort should be made to conclude the referral within an additional five day period. If this cannot be done the initiating office will be advised when the action on the referral will be concluded.

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(2) The placement officer who initiated the Folder will prepare a memorandum to the office which initiated the reassignment request indicating the efforts made to reassign the individual and the results of this activity. In addition the memorandum will include appropriate comment and advice to the operating office concerning subsequent action that it can initiate with regard to separation or lesser administrative action. Reference to CIA Notice [REDACTED] should be cited when applicable. The memorandum will be sent to the Office of the Personnel Director for the signature of the Assistant Director (Personnel).

g. Disposition of Replacement Roster Folders

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Upon termination of Personnel Office activity to reassign the individual, the documents will be consolidated in one Folder. The Folder will be retained by the placement officer serving the office to which the individual was sent in the event of reassignment, or by the placement officer serving the releasing office in case reassignment is not effected. Subsequently, the combined Folder will be transferred between placement officers, when appropriate, pursuant to the procedures prescribed in Personnel Director Memorandum [REDACTED] Transmittal of Employee Summary Worksheets, dated 12 December 1952.

6. Replacement Roster Progress Report

a. The Chiefs, Placement Branches (Overt and Covert) will each submit a weekly progress report to the Deputy Personnel Director, who will act as coordinator of this procedure.

b. The report will:

- (1) Identify the individuals on the Replacement Roster by name, grade, their most recent job title, and organization;
- (2) Record placement activity for each individual, including referrals, rejection of referrals, and other "shopping" activity; and
- (3) Indicate the current status of each individual as of the end of the reporting week, and any pending actions or proposals.

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Attachment

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GEORGE L. FLOON
Personnel Director

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